

# STATE

## MAGAZINE

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February 2014

**Nelson Mandela**

Retired Ambassadors  
Remember Late Leader

**Alternate Entry**

Programs Provide Career  
Advancement Opportunities



## FSI Yokohama

Preparing American Diplomats for Service in Japan



# Contents

February 2014 // Issue Number 586

## 20 Post of the Month: **Dhaka**

U.S. Promotes growth in Bangladesh

Residents take shelter under umbrellas  
during a rainstorm in Dhaka, Bangladesh.  
*Original photo by Zoriyah.net*

12



**STATE**  
MAGAZINE

## Features

- 8 FSI Abroad**  
Learning Japanese in Yokohama
- 12 Engaged Citizens**  
Volunteers honored for good works
- 14 Saving Masterpieces**  
Department helped repatriate stolen art
- 16 PD Planning**  
Linked tools aid strategic analysis
- 18 Mandela Remembered**  
U.S. diplomats recall his personal touch
- 19 Still Serving**  
Bataan survivor on the job at 93
- 26 Alternate Entry**  
Programs increase career mobility
- 28 Library Lectures**  
Speakers bring their books to life

14



## Columns

- 2 Post One**
- 3 America the Beautiful**
- 4 In the News**
- 7 Diversity Notes**
- 30 In Brief**
- 32 Lying in State**
- 33 Appointments**
- 34 Obituaries**
- 36 End State**



18

## On The Cover

Yokohama, seen here from Landmark Tower on Tokyo Bay, is Japan's second largest city by population after Tokyo metropolis.

*Photo by Isaac D. Pacheco*

# Post One

BY ISAAC D. PACHECO

## Walking the Talk

Linguistic researchers estimate that Earth's inhabitants currently communicate in more than 6,000 different spoken languages. It is no surprise then that State Department employees often face communications hurdles in their day-to-day interactions around the globe.

Thanks to intensive language education programs like those offered by the Foreign Service Institute (FSI), linguistic differences are no longer chasms that separate people. FSI's numerous foreign language courses stress the importance of understanding relationships between language and society, and provide students with unique cultural engagement opportunities that help them acquire a great deal of vocabulary in a relatively short period.

Some particularly complex languages require two years of intensive study, including training abroad to better develop speaking and comprehension skills and learn more about the history and traditions that shaped the language. One such program, in Yokohama, prepares Foreign Service officers for assignments at Embassy Tokyo and U.S. consulates in Japan.

The Japanese Language Area Training Center, better known as FSI Yokohama, provides an intense, deeply immersive study environment for an average of 10 students annually. From it, students go into the community to participate in activities and engage native speakers. Be sure to check out our feature article on page 8 to learn more about how FSI Yokohama is preparing the next generation of Japanese-speaking American diplomats.



This edition of the magazine also takes a look back at the life of a man who emerged from nearly three decades of imprisonment on Robben Island in South Africa to lead and unite a nation once bitterly divided along racial lines. Two senior Department diplomats recall late South African President Nelson Mandela, who looked past the bars that confined him and saw what his country, torn by apartheid, might become.

Retired Ambassadors Edward J. Perkins and Pamela E. Bridgewater share their recollections of working with and around a man whose vision for unity and democracy not only reshaped a nation, but touched the lives of all who knew him. Check out the article on page 18.

Our new photo section, America the Beautiful, features iconic sights across the United States, highlighting popular tourist destinations plus the broad spectrum of Americana that makes our nation so unique. If you have recently taken a photo of a classically American location and would like to see it featured in *State Magazine*, send the full-size, unedited image and a caption to [statemagazine@state.gov](mailto:statemagazine@state.gov). □

A handwritten signature in black ink, appearing to read "Isaac D. Pacheco".

# STATE MAGAZINE

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The Colorado River courses through a section of the Grand Canyon's south rim in Northern Arizona. The 446km long gorge is considered one of the Seven Natural Wonders of the World.

*Photo by Isaac D. Pacheco*

# In the News



Philippine Vice President Jejomar Binay speaks at the training event. To his left is Philippine Maritime Industry Authority Administrator Maximo Q. Mejia Jr.

*Photo by Jody Daigle*

## Department Assists Anti-piracy Training

In September, the Bureau of East Asian and Pacific Affairs (EAP), Department of Transportation's Maritime Administration (MARAD) and Philippine government held a multilateral workshop in Manila on best practices in training civilian mariners to counter piracy. Attendees included representatives from governments and educational institutions of all 18 East Asia Summit member states, including Australia, China, India, Japan, New Zealand, Russia and the United States.

The Expanded ASEAN Seafarer Training—Counter-Piracy (EAST-CP) initiative, begun in 2012, promotes cooperation on maritime security and prepares seafarers to fight piracy in the ASEAN region, from which approximately one-third of the world's seafarers are drawn.

Philippine Vice President Jejomar Binay said the workshop would improve seafarers' piracy preparedness. Tom Thompson, of MARAD's International Activities Office and the head of the U.S. delegation, said, "It was only natural that the U.S. partner with the Philippines on this region-wide initiative, given the success of a similar bilateral program with the Philippines." The Philippines, he said, provide the vast majority of seafarers in Southeast Asia, so their expertise and leadership in this initiative was crucial.

For the training, MARAD recruited experts from the International Maritime Organization, Maritime Piracy Humanitarian Response Program and maritime industry, and from the fields of medicine, law and academia to lead discussions on training programs to better prepare seafarers physically and mentally for piracy.

Dr. Donna Nincic, a California Maritime Academy professor and piracy expert, said the workshop was the first she'd been involved in that focused solely on this extremely important, yet often neglected issue and the first where attendees committed to explicit post-conference action items, giving the outcomes of this conference more longevity than is typically seen at these venues.

Three seafarers who survived as pirates' hostages spoke of their ordeals. Workshop facilitator Ben Cote, of EAP's Multilateral Affairs Office, praised the ex-hostages' courage and said he hopes attendees will advocate for improvements in their countries' seafarer training programs.

Former U.S. Ambassador to the Philippines Harry K. Thomas Jr. and Philippine Secretary of Transportation and Communications Emilio Abaya also attended. Ambassador Thomas highlighted U.S.-Philippine cooperation and the importance of regional maritime cooperation on such issues as seafarer training. Another workshop is planned for 2014.

# Chef's Tour Is Culinary Outreach



Chef Benjamin Ford sparks Hong Kong's interest in American food at a press conference at the Conrad Hotel Hong Kong on Nov. 25, 2013.

Photo by Lawrence Ng

In a city where fine food fills the street markets, Hong Kong's diners never lack culinary options, but their knowledge of American food is often limited to the many fast-food joints located throughout the city. To help remedy that, Benjamin Ford, a member of the Department's American Chef Corps and the owner and executive chef of Ford's Filling Station (and son of actor Harrison Ford), participated in a culinary diplomacy program organized by the U.S. Consulate General in Hong Kong and Macau through the Office of Protocol's Diplomatic Culinary Partnership Program. Ford spent seven days in Hong Kong promoting U.S. agricultural products and educating Hong Kong's foodies about American regional cuisine, including his own style of farm-to-table and head-to-tail cooking.

His visit took him throughout Hong Kong, cooking, volunteering, speaking and learning about Hong Kong's own culinary depths. At The Salted Pig, a "gastropub"-style restaurant, he developed a menu using high-quality U.S. ingredients including pork, as the restaurant's name would all but require. For two barbecues benefitting Food Angel, a local nonprofit, he elevated a common American family meal of sloppy joes to haute cuisine and introduced diners to the finer points of Southern grits.

As Hong Kong produces 3,200 tons of food waste each day, the program sought to promote sustainability and charity. Ford, alongside Consul General Clifford A. Hart Jr. and consulate staff, packed lunches for the indigent elderly at Food Angel, and donated the unused raw food from the barbecues to prepare more than 1,000 meals. He also taught high school students how to use simple U.S. food products to prepare healthy meals for themselves, visited markets with food bloggers and slurped snake soup at a Chinese restaurant.

His media interviews, press conference and social media engagement ensured that more than 4 million people followed his activities. Now, many Hong Kong diners may look at American cuisine differently and recognize the benefits of its fresh, varied ingredients.

## HR Debuts Backup Care Service

A new service provided by the Bureau of Human Resources (HR) through contractor IQ: Information Quest offers domestic and overseas direct-hire employees guidance and referrals to help them obtain care for family members living in the United States, including those who are mildly ill.

Using the Emergency Backup Care service, employees can choose licensed center-based or in-home care providers or care provided by a friend or family member. Employees can reserve care up to 30 days in advance or call for last-minute emergencies, including inclement weather, when their regular services are disrupted. They pay only \$10 a day per covered family member when using one of IQ's in-network providers. IQ reimburses the cost of care, minus the co-pay, when the employee uses an out-of-network provider.

For employees who choose a family member or friend to provide care, IQ will reimburse for the cost of care up to \$100 per day. Employees can use the service up to five times per covered family member per fiscal year.

- Employees can also request a free three-hour visit to the family member by a professional care manager, who can do in-home assessments, facility reviews, post-hospitalization assessments and ongoing care coordination. The emergency backup care program can also provide temporary care of an adult loved one who is between his or her care arrangements or has a caregiver who is on vacation or away.

- Anne Coleman-Honn, an economic officer who has used the service twice, said she was impressed. "The backup care program linked me with a nanny from a very well-respected local agency who came to our house right away and took excellent care of our two small kids," she said. "My children took to her immediately, and I was able to attend the meetings I needed to attend knowing that my kids were in good hands."

- More information on IQ and Emergency Backup Care is available 24 hours a day, seven days a week by calling toll-free 1-866-552-4748 or 800-873-1322 (for TTY/TDD service). Information is available online at [worklife4you.com](http://worklife4you.com). Those not yet registered can click the "start now" link and enter the registration code: dos. For quick access, for "screen name" enter "statedepartment," and for password request enter "infoquest," which is case sensitive.

- IQ's specialists can also assist when an employee returns to the United States between assignments, for instance by finding child care providers, care for older family members, medical and dental providers, fitness centers, job placement agencies (for spouses) and other community resources.



## For FSOs, Thanksgiving Means Giving Back

Entry Level Officers (ELOs) in Argentina and Brazil reached out to their respective communities at Thanksgiving. ELOs at the U.S. Embassy in Buenos Aires in November organized their second annual Thanksgiving-themed Locally Employed (LE) Staff appreciation event, which gives thanks to the embassy's 220 local staff members. ELOs particularly benefit from the LE Staff's experience and know-how as they navigate their new careers, embassy culture and the host city.

ELO committee members baked more than 30 pumpkin and apple pies, which were served to LE Staff in front of the embassy the day before Thanksgiving. The annual event brought the whole embassy together to enjoy some treats on a springtime day and helped kick off the holiday season.

Acting DCM Dan Perrone stopped by to wish everyone a happy Thanksgiving and to thank LE Staff for their service. "It's great to see this is becoming an embassy tradition," he said.

While pumpkin is a popular staple of the Argentine diet, it is usually served as a savory entrée or side dish, not a dessert. LE Staff had differing views on the pumpkin pies, but all enjoyed the apple pies, which paired nicely with dulce de leche, a local dessert favorite. LE Staff member Ricardo Wildman, originally from Venezuela, said the pumpkin pie was "like my grandmother used to make," indicating that Americans are not alone in their nostalgic feelings about that dish.

Meanwhile in Brazil, ELOs from the U.S. Consulate General in São Paulo—Jennifer Klarman, Kris Morrissey, Cynthia Knudson and Stephanie Lesser—hosted a traditional Thanksgiving feast for children living in a foster home in São Paulo. The consulate started a successful program in 2012 with this orphanage called "Amigos Americanos," where officers sponsor an orphan as in the U.S. Big Brother/Big Sister program.



Embassy Buenos Aires ELOs from left Joanna Katzman and Jinanshu Jain serve pie to locally hired employee Julieta Caraballo.

*Photo by Tanya R. Brothen*

More than 75 children have grown up at the home, often coming from desperate or even deadly situations. Current residents include sisters with special needs, a 2-year-old boy who was living on a trash heap and a teen who was orphaned, adopted and left on the street again. Officers were grateful for the chance to show these children the American tradition of giving.

## Employees Win NextGov IT Awards

Two State Department employees, Joshua Campbell, a geographic information systems architect with the Humanitarian Information Unit, and Jessica Klein, program specialist in the Office of U.S. Foreign Assistance, have won awards from the online publication NextGov, which focuses on information technology use in government.

Campbell was one of seven federal employees to win NextGov's 2013 Bold award. He helped build a system for creating and sharing geographic data to improve humanitarian assistance, NextGov said. The initiative, called Imagery to the Crowd, uses government-purchased commercial satellite imagery disseminated through online map services, and leverages the volunteers of the OpenStreetMap community. His "CyberGIS,"

which powers this project, is a geographic computing infrastructure built from free, open-source software and hosted in a cloud environment, NextGov continued. It has been deployed 11 times to boost the effectiveness of U.S. aid and public diplomacy efforts.

Klein received the organization's People's Choice award. She was the driving force behind ForeignAssistance.gov, a new website that makes all U.S. foreign aid spending accessible, standardized and transparent, NextGov said. That project involved harnessing disparate information from dozens of agencies and turning it into something that not only met a range of congressional and administration directives, but also told a story. The data can be downloaded in machine-readable formats, and offer sectoral,

country, regional and global comparisons for use by journalists, citizens and other parties, enhancing aid transparency, aid effectiveness and accountability.

NextGov said it received nearly 200 nominations for the Bold awards. The winners show "the kind of creative problem-solving, technical acumen, ambition and persistence we frequently hear about in the private sector but too seldom learn about in government," NextGov said.

"Our objective with this program was to draw attention to some of the really interesting technology work that's happening in federal agencies," said NextGov Executive Editor Katherine McIntire Peters.

# Diversity Notes

JOHN M. ROBINSON  
OFFICE OF CIVIL RIGHTS

## Reprisal: A Self-Inflicted Wound

I am often asked, “What is the most frequently alleged basis of discrimination in Equal Employment Opportunity (EEO) complaints filed against the Department?” Can you guess? No, it is not race. Nor gender. Give up? It’s reprisal, also known as “retaliation.” More than 25 percent of all EEO complaints filed in fiscal year 2013 contained an allegation of reprisal.

The Merriam-Webster Dictionary defines “reprisal” as the act or practice in international law of resorting to force short of war in retaliation for damage or loss suffered. So, “reprisal” means taking a retaliatory action, or seeking revenge or retribution. In the EEO context, an allegation of reprisal, used interchangeably with retaliation, means that someone claims an action was taken to punish an individual for engaging in “prior protected EEO activity.” Protected EEO activity includes opposition to unlawful discrimination and/or participation in recognized EEO processes.

The laws that prohibit discrimination based on race, color, sex, religion, national origin, age, disability and protected genetic information also prohibit retaliation. Generally, to prevail on a claim of reprisal, an individual must prove *prima facie* three elements: 1) he/she voiced opposition to discrimination or participated in protected EEO activity; 2) subsequently, he/she suffered an adverse employment action; and 3) circumstances suggest a causal connection between the prior EEO opposition/participation and the adverse action.

Reprisal is sometimes (or often) a self-inflicted wound. While management cannot impede or control an employee’s choice to engage in protected EEO activity, it must control its response upon learning of such activity. Reprisal is a basis of discrimination that management can minimize if supervisors remain composed and resist the temptation to react negatively to EEO activity.

A claim of reprisal can be proven even if the predicate claim of discrimination was without merit. In fact, there have been a number of cases where the underlying allegation of discrimination failed, but the Department ultimately lost the case because of how the supervisor reacted upon learning about the complaint. Here’s a potential sequence of events: 1) an employee speaks with an EEO counselor about allegedly discriminatory actions; 2) the counselor speaks to supervisor about the allegations, to resolve the informal complaint; 3) supervisor then begins to treat the employee differently, for example, by closely monitoring arrival and departure times or over-editing written products. When such supervisory actions occur in response to an EEO allegation, and management cannot articulate a legitimate non-retaliatory reason for its actions, management has likely engaged in illegal reprisal.



Hollywood provided a classic example of such reprisal in the 1994 movie “Disclosure”. Demi Moore plays a supervisor who sexually harasses her subordinate, Michael Douglas. He sues and wins a settlement. The “fun” begins when she orchestrates a campaign to get even. She begins to find fault in Douglas’ work and tries to terminate him for poor performance. She fails, but her actions create a good illustration of a reprisal claim against the company.

How do we protect the Department from reprisal’s self-inflicted wounds? In a previous column, “An Equal Employment Opportunity Complaint Against Me? You’ve Got to Be Kidding!”, I discussed how managers often feel surprised, insulted and defensive when they discover they are the target of an EEO complaint. The best course of action for managers is to maintain the *status quo*. An allegation against a supervisor is just that, an allegation that has to be investigated. Always continue to treat the employee as you did before you learned of the EEO allegation. Call on the Office of Civil Rights, should you need further guidance regarding how to avoid reprisal. □

A handwritten signature in black ink, appearing to read "John M. Robinson".



# FSI Yokohama

## Port of Call for Language Students

By John Maher, director,

FSI Yokohama Japanese Language and Area Training Center

In 1854, Commodore Matthew Perry stepped ashore in Yokohama to sign the treaty establishing diplomatic relations between Japan and the United States. Today, on a hill above that shore, the Foreign Service Institute (FSI) operates a facility dedicated to furthering those ties.

The Japanese Language and Area Training Center, usually known as FSI Yokohama, teaches advanced Japanese to Foreign Service officers preparing to serve in Japan. The small school averages about 10 students per year and has an intense program. Most classes consist of two students and one teacher. Students also take part in outside activities. Following language training, graduates move on to the U.S. Embassy in Tokyo or one of the five U.S. consulates in Japan.

Despite Japan's high-tech economy and close U.S. ties, English is not as widely spoken here as it is in most other Asian countries, and relatively few U.S. citizens speak Japanese. The bilateral relationship, however, is too important to risk the two peoples not understanding one another. U.S. Ambassador to Japan Caroline Kennedy, in her first major speech as ambassador, said, "Japan is our most important ally in the region, and Japan has no truer friend than America. We are bound by a common history and common values."

After completing his studies in Yokohama, 2011 graduate Harry Sullivan is now the principal officer and sole FSO at the U.S. Consulate in Nagoya. "I have studied four foreign languages, including Mandarin Chinese, and Japanese was by far the hardest," Sullivan said. "However, the personal attention FSI Yokohama teachers provided, as well as their awareness of how we use Japanese on the job, provided me in 10 months of study with the foundation I needed to advance bilateral goals in central Japan."



**Above:** FSI Yokohama student Richard Silver talks with local residents during a "Meet an American Diplomat Day" exchange at a Yokohama community center.

*Photo by Yoshiaki Kobo*

**Left:** Yokohama residents and tourists browse shops and restaurants in the city's extensive Chinatown district, the largest Chinatown in Asia outside of mainland China.

*Photo by Isaac D. Pacheco*

**Top right:** Student Dale Kreisher explains a headline to Ambassador Caroline Kennedy during her visit to FSI Yokohama.

*Photo by Naoko Chimaru*



Learning outside the classroom is vital as well, as two members of the class of 2012, Sara Harriger and Roshni Nirody, discovered. They began a project to do a farm-stay in each of Japan's 47 prefectures and blog about it on their bilingual website, 47 Japanese Farms (<http://47japanesefarms.com>). They continued this project during their assignments in Tokyo, where Harriger works in the public affairs section and Nirody in the economic section.

"The immersion was invaluable preparation for meetings, giving remarks and building contacts," Harriger said. "It also gave me insight into Japan I could never get from the classroom." Nirody agreed. "Our value overseas is as connectors of people and ideas," she observed. "The opportunity to meet so many producers and innovators across Japan during language training has made me a better connector and greatly enhanced my work."

Contacts whom Nirody and Harriger met during their immersion later ran a conference on agricultural trade policy, which via social media reached more than 100,000 farmers and agribusiness owners across Japan.

Of the 70-plus languages that FSI teaches at its Arlington, Va., headquarters, only Arabic, Chinese, Korean and Japanese normally



Storm clouds from a passing typhoon darken the skies over Tokyo (in the distance) as seen from Yokohama's Landmark Tower, the tallest building in Japan.

*Photo by Isaac D. Pacheco*

require a second year of full-time study in-country for the speaker to reach professional proficiency. What makes Japanese so hard to learn? According to Tomoko Ichikawa, a senior instructor at FSI Yokohama, Japanese has only about 110 syllables, one of the smallest number in all languages. "As a result, there are many homonyms," Ichikawa explained. "For instance, if you look up 'kan-sei,' there are more than 15 words, including 'perfection,' 'sensitivity,' 'quiet' and 'inertia.' There are also words with slightly different sounds. It's even possible for a woman to say 'a prisoner' when she meant to say 'my husband.'" He said Japanese omit anything that can be identified from the context. "You have to know the implied meaning. Even a native speaker may mistake what is implied from time to time. But do not worry! Japanese people hate to embarrass others. They will not point out your mistake directly but give an ambiguous smile and say, 'You are good at Japanese.'"

Written Japanese uses 2,000 Chinese

characters, most of which have more than two pronunciations and sometimes more than two meanings, plus two alphabets of 50 letters each, as well as the English alphabet and Arabic numerals.

Among the Department's overseas language programs, FSI Yokohama is unique in being in a city with no parent institution such as a U.S. embassy or consulate. But the school is ideally situated to let students immerse themselves in Japanese language and society: close enough to Tokyo's countless cultural offerings while far enough from the English-speaking environment of Embassy Tokyo and its housing compound.

As Richard Silver, a current student, explained, "Japanese language is rooted in context. Living in beautiful Yokohama provides students ready access to Japan's current capital (Tokyo) and feudal capital (Kamakura). With skillful teachers to help untangle the arcane and sublime, FSI Yokohama offers the motivated student life experience, not just a learning environment."





Yokohama is a major commercial center of 3.7 million people with a cosmopolitan character and large international population, including a Chinatown and even a foreigners' cemetery. Container ships ply the harbor, while the downtown waterfront welcomes tourists to parks and restaurants.

FSI students live in houses and apartments within walking distance of FSI Yokohama. Their children usually attend one of two well-regarded pre-K-12 international schools nearby. For shopping, there's everything from mom-and-pop fishmongers to large Japanese supermarkets, international chains such as Costco and U.S. military commissaries. For cultural outings, there are jazz clubs, traditional noh theater and even two museums devoted to particular types of noodles.

As one current student, Brian DaRin, put it, "My family has been able to very quickly get active in our various interests and hobbies here, such as manga drawing, soccer, stained glass classes, ice hockey, kendo and more, which has also provided us all with ample opportunity to practice Japanese language and expand on cultural learning that may have started in the classroom. 'Jumping into the water' has brought both rewards and sometimes a little confusion, but is all worth the outstanding opportunity that training and living in Yokohama provides." □



**Above:** Ambassador Kennedy observes a class with student Jennifer Nichols.

*Photo by Tetsuji Tanaka*

**Left:** To help Japanese scallop farmers with their "crop" and learn about the nation's aquaculture, two FSI Yokohama students, Sara Harriger, left, and Roshni Nirody, remove the mussels and barnacles stuck to the scallops before returning the scallops to the water.

*Photo by Masato Wakizaka*



# 'Engaged Citizens'

## Overseas volunteers honored for exemplary service

By Patricia Linderman, volunteer president, Associates of the American Foreign Service Worldwide

Whether teaching digital literacy skills to teens in Nepal or renovating a cancer treatment center in La Paz, the six recipients of the 2013 Secretary of State Award for Outstanding Volunteerism Abroad (SOSA) represent the "timeless American ideal of engaged citizenship," said Deputy Secretary of State William J. Burns at the SOSA awards ceremony at Main State on Dec. 3.

"I live by the motto 'bloom where you are planted,'" said one of the winners, Foreign Service officer Elizabeth "Betsy" Orlando. Known as the "green queen" of the U.S. Embassy in Abuja, Orlando set up recycling programs that converted wastepaper and plastic bottles into building materials, and worked with the Nigerian government to organize the planting of 2,000 trees for Earth Day. Orlando also provided local schools and orphanages with clean cook stoves, medical supplies, Internet connections, solar power and safe drinking water through means ranging from NGO partnerships to embassy bake sales.

In addition, Orlando founded a Toastmasters International chapter for young Nigerians and through it nourished their hunger for knowledge and opportunity with books on business skills, public speaking experience and contacts from her Rolodex. "These young people are the future of Nigeria," she said.

In Bangkok, award winner FSO Jameson DeBose focused his volunteerism on disadvantaged children from the Ban Kru Noi Child Development Center. The children visited the embassy on the consular section's Leadership Day to see that "diplomats are real people," he said, and consular staff helped him assemble donated bicycles. At the center, DeBose noticed the damaged roof of the kitchen, where 20,000 meals are prepared each year. He obtained a J. Kirby Simon Foundation grant to repair the roof and make other improvements.

DeBose said the more than 40 embassy volunteers involved in the child development center project all "took more away from this experience than we were able to give."



**Clockwise from top left:** Amber Boyd-Eiholzer speaks at the awards event. *Photo by Ed Warner*; Marilyn Kott gathers with two literacy students in a suburb of Pristina. *Photo courtesy of AAFSW*; Jameson DeBose works with youths at the Ban Kru Noi Child Development Center. *Photo by Khun Korajak Na Songkhla*

Another award winner, Marilyn Kott, spouse of the Defense attaché at the U.S. Embassy in Kosovo, said, "You notice immediately how much people really appreciate our presence; we are constantly thanked for American friendship and generosity." She co-founded "Clothes for Kosovo," which has donated more than 1,200 pounds of clothes, plus furniture and food, to local charities.

She also taught English classes, assisted with a sustainable enterprise for rural single women and volunteered at an animal shelter. Within the U.S. Mission, Kott organized volunteers to renovate the children's play area and created a volunteer opportunities section in the post newsletter.

"I hope to bring the best of America with me every time I am with Kosovar friends—our optimism, desire to do things right, cultural tolerance and desire for knowledge," she said. "I appreciate that, in return, I learn something every time I'm with our hosts, who are extremely generous, warm people."

Another winner, Amber Boyd-Eiholzer, an office management specialist (OMS) at the U.S. Embassy in Amman, coordinated a series of events for Black History Month, culminating in the sold-out Black and White Ball. The ball grossed a record \$10,000, and Boyd-Eiholzer identified a local NGO assisting Syrian refugees to receive a portion of the proceeds, to provide medical treatment for two girls with hearing problems.

She was also instrumental in the embassy's participation in the annual diplomatic holiday bazaar, which benefits the Al Hussein Society for the Habilitation/Rehabilitation of the Physically Challenged. "There's always something you can do for someone else," she said.

Another winner, Foreign Service spouse Gretel Patch, finds volunteering to be "about finding the right fit. With so many good causes in need, I choose something I am passionate about, something I believe in, something that can use my unique skills and abilities," she said. During her spouse's posting in Nepal, Patch volunteered with underprivileged local teens in the English Access Microscholarship Program.

"These kids have limited electricity at home, and most had never used the Internet beyond Facebook or YouTube," said Patch. "I wanted to connect them with the world and empower them to use technology to educate, innovate and inspire."

She taught digital literacy and traveled around Nepal to work with students and teachers at Access centers. "With just a little exposure, these students took off," she said. "Technology has opened some powerful opportunities for them." Patch has posted class materials, lesson plans and resources online for future instructors and students.

Another winner, Megan Gallardo, got involved in her volunteer project while working as an OMS at the U.S. Embassy in La Paz, where a Locally Employed Staff member asked her to help collect blankets for a local cancer treatment clinic. "When I saw the clinic, I had a meltdown," said Gallardo, who lost both of her parents to cancer. The facility was filthy and, because it lacked radiation-shielding equipment, technicians "lifted the patient's body part and hid under the table" to escape exposure, she said.

Gallardo obtained a J. Kirby Simon grant and donations of lead aprons from Duke University and used furniture from the embassy's Marines. A team of U.S. and Bolivian volunteers cleaned and repaired the building, painted a mural and built a children's waiting area.



Gallardo also focused on a shelter serving girls rescued from sex trafficking, some as young as 13 or 14. She raised funds to build a security wall, organized a girls-only prom and career workshops and provided mentoring. She also volunteered with a local orphanage, nursing home and animal shelter, and encouraged others to get involved, too, either by giving their time or money.

Gallardo sees volunteerism as aiding public diplomacy. "Through the American spirit of volunteerism, I can work to change the negative perceptions some countries have about America and Americans," she said.

The SOSA program was initiated more than 20 years ago at the suggestion of Secretary of State James Baker and Susan Baker, and is administered by the Associates of the American Foreign Service Worldwide (AAFSW), a nonprofit volunteer organization for Foreign Service family members. Each award winner receives a trip to Washington, a \$2,500 check and a certificate signed by the Secretary of State. The program is supported by donations from former Secretaries of State, foundations and private donors. Winners are selected by representatives from AAFSW, the Department's regional bureaus and the Family Liaison Office. They judge nominees on the scope and reach of their volunteer activities, and the activities' sustainability, ingenuity and leadership.

Also at the awards ceremony, Foreign

Above: Gretel Patch and Nepalese students participated in an exercise to help them tell their stories through film and writing.

Photo courtesy of AAFSW  
Below: Megan Gallardo describes her project.  
Photo by Ed Warner



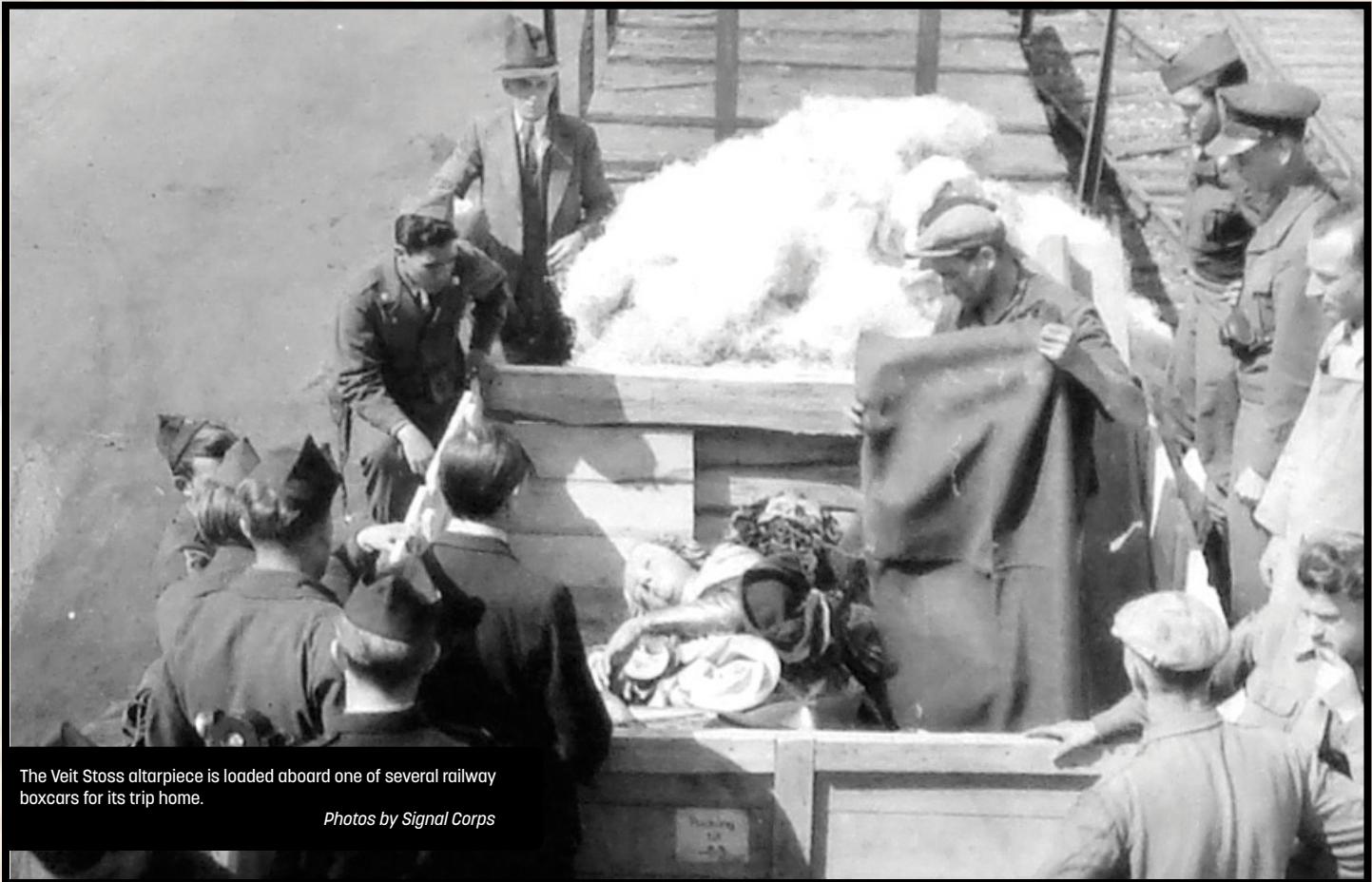
Service spouse Bob Castro received the Eleanor Dodson Tragen Award for creating a networking organization for Foreign Service spouses and partners, and Barbara Reioux received the Lesley Dorman Award for her service to AAFSW.

More information about the SOSA program and this year's winning activities is available online at [aafsw.org](http://aafsw.org). □

# Monumental Task

Department helped protect, return art stolen during WWII

By Anne-Marie Carstens, Franklin Fellow and historian, Office of the Historian



The Veit Stoss altarpiece is loaded aboard one of several railway boxcars for its trip home.

Photos by Signal Corps

After World War II, the United States facilitated the return of more than 5 million works of art and other cultural treasures taken by the Nazis from people and museums throughout Europe. A recently released Hollywood film brings to light the story of the staff of the Monuments, Fine Arts and Archives (MFAA) program, which protected and returned “works of art,” broadly defined. The Department of State, too, performed an important but behind-the-scenes role in postwar restitution.

During the war, Department officials and their counterparts among the Allies grew alarmed by reports of Nazi theft and destruction of art. In the so-called 1943 London Declaration, the United States, United Kingdom and other allied governments pledged to invalidate property transfers or dealings occurring in enemy or enemy-controlled territories. That pledge applied whether the deal took the form of “open looting or plunder, or of transactions apparently legal in form, even when they purport to be voluntarily effected.”

Months later, on the recommendation of Secretary of State Cordell Hull, President Franklin Roosevelt approved creation of a civilian advisory commission “for the protection and salvage of artistic and historic monuments in Europe,” to help protect historic monuments in the theaters of war and return looted cultural objects. In 1944, the advisory body’s mandate expanded to include the Far East. The commission was chaired by U.S. Supreme Court Justice Owen Roberts and therefore known as the Roberts Commission.

The Department maintained permanent representation on the

Roberts Commission, and Librarian of Congress Archibald MacLeish was the liaison with the Department until he became the first assistant secretary of State for Public and Cultural Relations (now Public Affairs) in December 1944. The commission coordinated with the War Department and related agencies, and it recommended art historians, curators and other specialists for the MFAA.

As the war’s end approached, it became clear that a broad formal restitution policy for works of art was needed. (After invading Germany and Austria, U.S. forces discovered more than 1,800 repositories of cultural objects, including one where Nazi leaders had stored looted art destined for Hitler’s planned museum and another where the Nazis had stashed more than 400 tons of art from Berlin’s leading museums.) Department officials and the Roberts Commission quickly agreed on a policy of restitution of Nazi loot, defined as “identifiable looted works of art, books, archives, and other cultural treasures” removed to German territory from “the countries overrun by Germany.” These works were seized for return to the governments of the territories where they’d been taken. Those governments, in turn, became responsible for returning the works to the individual owners.

The restitution began in August 1945 with the symbolic return to Belgium of the famed Ghent altarpiece, also known as the “Adoration of the Mystic Lamb.” Nazi leaders had seized the altarpiece from a chateau in France, where it had been sent for safekeeping, but in May 1945, U.S. forces recovered it from one of the Nazi troves.

Within the U.S. zone of postwar Germany, suspected loot and other valuable collections typically were transferred from the repositories to central collecting points, where cultural objects were identified, processed and guarded. Only select high-profile works, such as the Ghent altarpiece and the stained glass windows of France's Strasbourg Cathedral, went straight to the governments of their prewar locations.

One of five remaining MFAA members, Sgt. Harry Ettlinger, sorted treasures 700 feet below ground in German salt mines that contained the Strasbourg stained glass. The mines held more than 40,000 cases of cultural objects in a series of "small" chambers that measured 60 feet by 40 feet and ran a mile in length. These chambers were located above larger chambers that had been underground factories for German war industries. One of the mines also held a large collection of fireworks intended to celebrate Hitler's unrealized final victory. Ettlinger instead ordered their use for a Fourth of July fireworks display in his final days as an MFAA officer in July 1946.

"I spent most of my time in the mines," Ettlinger said. "It became my job to separate out the boxes that we wanted [to return first]. It turned out to be 900 boxes" of items belonging to institutions outside Germany. A recent German documentary, he added, incorporates U.S. Army footage that "shows us packing freight cars with boxes to be returned to other countries."

Restitution operations in the U.S. zone of Germany continued for longer than expected, due to the volume of material and complexity of restitution issues. In the immediate postwar period, Department officials had expected that either a multi governmental commission of Allied representatives or a United Nations restitution commission would assume primary responsibility for coordinating restitution. That never happened because the four Allied powers never agreed on a comprehensive restitution policy to apply across all the zones of occupied Germany, partly due to disagreement regarding whether to use German-owned art and cultural artifacts as war reparations to replace works lost or destroyed during the war. The Soviet Union claimed cultural objects in its zone as war reparations, but the United States decided against using cultural material as restitution-in-kind.

The Department therefore coordinated with military and political officials to devise restitution policies for the U.S. zone, but piecemeal policies sometimes arose. Austria and Italy did not qualify as friendly liberated countries "overrun by Germany" and thus did not qualify initially for restitution, but they were soon brought within the fold. Department officials also suggested that the four Allied powers jointly reconstruct and administer Berlin's leading state museums, but these were located in the Soviet sector, and Soviet authorities rebuffed the suggestion. The United States ultimately returned the Berlin museum collections in its possession to regional authorities in the U.S.-friendly Federal Republic of Germany.



**Above:** A portion of the Ghent altarpiece was one of the first items restituted. *Photo by American Council on Learned Societies.* **Bottom left:** Outside the Heilbronn salt mine in south Germany, MFAA officer Sergeant Harry Ettlinger, right, and a French official oversee German laborers loading the Strasbourg Cathedral stained glass for transport back to France. *Photos by Signal Corps*

Unclaimed and heirless Jewish property, such as religious and ceremonial objects and Judaica, presented several tragically sensitive issues. After much negotiation among government officials and outside advisors, much of the property was provided to a Jewish organization that was specially created to succeed the U.S. military government as custodian.

On the home front, Department officials worked with U.S. Customs to help block importation of Nazi loot and track down stolen or looted works that turned up in the United States, whether brought by opportunistic U.S. military personnel, immigrants or others.

In mid-1949, the Department inherited authority for the remaining collecting points and MFAA personnel in the U.S. zone in Germany, reflecting the transition from a military government to a civilian administration headed by the U.S. High Commissioner for Germany, a post within the Department. The Department already had assumed the residual functions of the Roberts Commission when the commission dissolved in June 1946. Thus, primary responsibility for postwar restitution was now in the hands of the Department.

The Department's Arts and Monuments Adviser Ardelia Hall tirelessly agitated for restitution until her retirement in 1961. She kept lists of looted works that had never resurfaced, fielded requests from conscientious dealers and auction houses about offered works, appealed to institutions for help in tracking down looted works and lobbied to continue import controls for looted works. She made clear that restitution would continue even after the MFAA and collecting points ceased to operate in 1951. As she wrote in *State Magazine*'s predecessor publication, the *Department of State Bulletin* (August 27, 1951), "[F]or the first time in history, restitution may be expected to continue for as long as works of art known to have been plundered during a war continue to be rediscovered."

Information for this story was derived from documents in the "Foreign Relations of the United States" series produced by the Office of the Historian as the documentary historical record of major U.S. foreign policy decisions. Other sources included the extensive official files known as the "Ardelia Hall Collection" at the U.S. National Archives and Records Administration in College Park, Md. □





Participating in a presentation are from left Rodney Drummond, Bruce Armstrong, presenters Carol Keith and Alex Nemeth, and Rodney Reynolds.

*Photo by Michael A. Gross*

# PD Partner

## Office offers analysis, funding, planning

By Mary Jeffers, senior advisor for policy planning, Office of the Under Secretary for Public Diplomacy and Public Affairs

As increasingly powerful non state actors arise, there's a need for new and influential ways to mobilize citizens worldwide, and public diplomacy (PD) has a vital role to play. The Office of Policy, Planning and Resources for the Under Secretary for Public Diplomacy and Public Affairs (R/PPR) ensures that the Department's public diplomacy operations constantly evolve as needed. Pronounced as "Ripper," the office's name may sound harsh, but its mission is collaboration.

The Department's PD funding is channeled through the Under Secretary for Public Diplomacy and Public Affairs (R). Domestic staff are distributed across regional and functional bureaus (and in New York, California and Florida). Programs are tailored to local needs by PD staff in embassies, consulates and offices worldwide, using such partners and venues as American Centers and Corners, Bi-National Centers and Fulbright Commissions. At the hub of this complex network, R/PPR ensures budgetary and program coordination across the Department, develops new approaches to public diplomacy and advises R.

R/PPR has separate units for resources and evaluation and policy planning. Resources coordinates with the Bureau of Budget and Planning, regional bureaus and posts to allot PD funding; tracks and reports on planned and actual spending in the field; and evaluates the results. Policy Planning designs processes and platforms to improve post and Washington-based PD planning, and supports R by taking on initiatives that might otherwise lack a champion.

"R/PPR's goal is to make public diplomacy better and more effective," said acting Policy Planning Director Marianne Scott.

"But we can't do anything on our own, nor should we," added Resources Director Bruce Armstrong. "Public diplomacy happens in the field, not in Washington. The process is all teamwork."

A highlight of the past year for R/PPR was the launch of a planning system comprising the five linked tools in the new Public Diplomacy Strategic Planning Continuum. The most potentially transformative of the tools, the new Public Diplomacy Implementation Plan, helps public affairs sections match mission objectives with PD programs, and links PD activities to a mission's Integrated Country Strategy. A second new instrument, the Public Diplomacy Resource Profile, collects prior-year budgetary, human resources and thematic data into an accessible "dashboard" of charts and graphs that each post can use in annual planning. A third supporting tool is the Public Diplomacy Country Context.

R/PPR had already developed a Public Diplomacy Resource Allocation Module, which tracks PD spending along multiple axes, allowing analysis by strategic theme, region and program type. The instrument enables the Department to better characterize the impact of its substantial PD efforts in discussions with policymakers, scholars and the public.

A final tool is the Mission Activity Tracker, which R/PPR's technology services and policy teams are improving to better capture the scope and impact of the Department's PD programming overseas. All the tools together create an end-to-end platform for a strategic PD analysis that encompasses a complete cycle of planning, budgeting and evaluation.

Late last year, R/PPR released its strategic planning toolkit. Feedback from the field and regional bureaus has been positive. According to R/PPR Financial Management Officer Rodney Reynolds, "The new tools show clearly how each thread (funding, staff, local environment and policy strategy) is woven into what the overseas posts are doing." With these tools, even inexperienced PD officers "can become very knowledgeable, very fast," he said.

R/PPR also oversees a range of efforts to strengthen PD as a component of U.S. foreign policy. Since 2010, the office has sponsored the Fund for Innovation in Public Diplomacy, which has allocated approximately \$2 million annually via grants to U.S. missions for hundreds of creative outreach programs. Graham Lampa, a strategic planning officer in R/PPR, said he designed the fund to allow posts to quickly capitalize on targets of opportunity. Claudia Valladolid, the fund's coordinator, has made it more targeted, to stimulate innovative public outreach on high-priority initiatives such as economic statecraft.

"We found the fund to be a very effective way to balance public diplomacy's traditional field-driven approach with priorities set by the under secretary," Valladolid said.

Over the past two years, R/PPR has devoted significant attention to advancing the PD profession and its practitioners. It has

worked with the Bureau of Human Resources on a PD-cone workforce analysis and crowdsourcing PD leadership tenets to help PD staff support policy objectives and build rewarding careers. Similar to Consular Affairs' Consular Tenets, they are seven core values for PD practitioners, from "be visionary" in linking results-oriented PD programs to U.S. foreign policy to "strengthen the community" through mentoring. The tenets also emphasize communication, innovation, integrity and teamwork, all essential to successful public diplomacy.

R/PPR has also taken the lead in negotiating comprehensive policies to govern the Department's growing use of social media for diplomacy, working with stakeholders to formalize best practices.

"With over 30 million followers on social media, the Department is in a class of its own when it comes to digital diplomacy," said Lampa, who heads up this effort. "We are now moving from a framework of 'innovating' when it comes to social media to a framework of 'integrating' it into the everyday work of diplomats."

R/PPR's evaluation unit determines the effectiveness of the Department's social media and PD effort as a whole. It conducts studies to understand how PD programs are performing and what lessons there are for future activities. Recently, it has studied

American Centers, the eReader initiative and Apps@state. This spring, it will launch the third round of its worldwide Public Diplomacy Impact study.

Moving into 2014, R/PPR is looking to new challenges. As education is a key global issue central to the development of economies and traditionally within the PD portfolio, the office is working with the Secretary of State's policy planning staff and Bureau of Educational and Cultural Affairs on positioning "education diplomacy" as a keystone of U.S. foreign policy, helping the Department enhance and leverage the soft power that U.S. higher education exerts around the globe.

R/PPR added a senior information management officer in 2013, to figure out how IT can better enable digital PD efforts by redesigning the way PD captures and measures its activities and impact. Also, a senior R/PPR advisor is working to help public affairs sections assess and, where necessary, re-align how they use their resources in light of changing global communication patterns.

As the world and its people change, PD and U.S. missions' public affairs sections will change, too. R/PPR will continue to offer support, structure and resources; help make sense of new challenges; and seize new opportunities. □



**Clockwise from left:** Gathered at R/PPR's offices are from left Strategic Planning Officer Graham Lampa, Staff Assistant Claudia Valladolid, Acting Director for Policy and Planning Marianne Scott, Strategic Planning Officer Nick Griffiths and Social Science Analyst Josh Miller. Photo by Alex Nemeth; Shawn Hopson is the office's technology service portfolio manager; Senior Advisor Lea Perez, at right, from left, Policy Planning Officer Tanya Ward and Senior Advisor Janice Fedak. Photos by Michael A. Gross



# Mandela Remembered

## Diplomats who knew South African leader mourn his passing

By Ed Warner, deputy editor, *State Magazine*



**Top:** Mandela, left, meets in Windhoek in 1990 with Secretary of State James Baker as Ambassador to South Africa Perkins, far rear, looks on. **Above:** Pamela E. Bridgewater and Nelson Mandela share a smile.

Photos by Department of State

The passing of former South African President Nelson Mandela in December sparked memories of him by American diplomats Edward J. Perkins and Pamela E. Bridgewater, retired ambassadors who served in that nation while Mandela was alive.

Perkins was confirmed as ambassador to South Africa in 1986 while a battle was under way between the African National Congress (ANC) and South Africa's government to end apartheid and free Mandela from prison.

Perkins said he'd been given the "most unusual orders: to make policy from the American Embassy and not expect policy from Washington. President Reagan, he said, advised, "We don't know what to do in South Africa, so it would be unwise of me to try and give you instructions."

Perkins said Reagan did have two objectives: End apartheid without violence and join the U.S. Congress in calling for South Africa to release Mandela from prison.

As an African-American diplomat heading to a nation where segregation was still institutionalized, "the notion that I could carry with me a historical analysis of U.S. rule of law was profound," said Perkins.

"I made it my duty to serve as a giant change agent using the United States Embassy as the tool. The men and women who were assigned to that embassy, by and large, represented the best in the Foreign

Service. They also were committed to sticking with me as I treaded on very dangerous ground every day."

After six months in South Africa, Perkins said it was clear the government would not let him visit Mandela in prison. Shortly thereafter, he recalled, Winnie Mandela met with him at her home in Soweto, saying she had a message from her husband: Keep doing what are you doing as it is helping me on the inside.

"Given that message, I redoubled my efforts," Perkins said.

Later, when Mandela had been released and was about to meet with then-Secretary of State James Baker, Perkins said, "Secretary Baker proceeded to introduce me, but Mr. Mandela said, 'I already know this man.'"

In the wake of Mandela's passing, Perkins said he was "pleased to see how Mr. Mandela's life long actions touched generations, not just in South Africa, but around the world. He changed me as a person; I am a better citizen, a better person, and I share more than ever [his] belief that humankind is essentially good. Mr. Mandela lived an impactful life, and in so doing truly symbolized a free and democratic world. He will be missed, but his long walk to freedom lives on."

Bridgewater, who served in Pretoria and Durban, once presented two sculptures to Mandela and his wife Winnie that had been crafted by American artist Ed Dwight. Mandela received the sculptures, "smiled the beautiful smile of his, shook my hand with that powerful and strong, even crushing handshake and said how happy he was to meet me and excited that I, an African American diplomat, would be working at the U.S. Embassy on the ANC portfolio," Bridgewater said.

She recalled numerous encounters with Mandela, often as part of her work with VIP visitors. Bridgewater was control/escort officer for former Virginia Governor Douglas Wilder, who visited Mandela at his home in Soweto. The South African leader spoke without rancor of his years in prison and his mistreatment, she said. "He only recounted what happened, and how those experiences had made him and his other comrades stronger and more focused and determined to press on."

At other times, Bridgewater met Mandela at ANC meetings, after which "he would always greet me with a warm hug and embrace, and we would chat of what was transpiring." Once, while attending

the funeral of his friend Oliver Tambo, a former ANC president, Mandela ran into Bridgewater at the Carlton Hotel in Johannesburg, where he was greeting guests who'd come for the funeral. He said "Pamela, you are here, too!" And I asked that he please take it easy and that staff allow him to greet guests while sitting," she recalled.

On another occasion, while awaiting arrival of the sound system at a rally in a township outside Pretoria, Mandela met Bridgewater and asked her to name the diplomats there. He then stood up and greeted each, she said, and when he got to the U.S. delegation "he said, 'Well here is Pamela but she has several other people with her—that is the great United States. They always do things in a big manner.'"

She also recalled being the only member of the U.S. Mission present when Mandela voted outside Durban in South Africa's historic election of April 27, 1994, and how she treasures her photos of the event. A month later, she escorted then-first lady Hillary Rodham Clinton at a reception at U.S. Ambassador Princeton Lyman's residence and introduced her to key South African personalities who had attended the historic inauguration of Mandela as South Africa's president. "Nothing to follow in my diplomatic career, not even three ambassadorships, has matched that moment," she recalled.

Looking back on her many meetings with Mandela, she said his "greetings to me were always warm and special, and whenever on those rare occasions when I was not present, he knew, and would ask my colleagues, 'Where is Pamela?'"

After six years in South Africa, Bridgewater—who later served as ambassador to Benin, Ghana and Jamaica—was invited to share a goodbye lunch with President Mandela at his residence in Johannesburg. "Of course I was incredulous and so excited," she recalled. "We shared a lovely lunch and exchanged thoughts about South Africa's future."

Bridgewater said Mandela's death "has left an indelible void, but his life has provided innumerable and immeasurable rewards." She said Mandela had been "leading and teaching to the very end. I am certain he hoped that his example of statesmanship, particularly within the context of Africa and other developing nations, would serve as an example that others clinging to power at all costs would embrace." ■



# Bataan Survivor

AGE 93, EMPLOYEE RECALLS COURAGE IN THE FACE OF WWII HORRORS

By Suzanne S.K. Whang, editor, Bureau of Diplomatic Security Public Affairs

As dawn broke in Bataan, the Philippines, on April 9, 1942, Jesse M. Baltazar was shocked to see his comrades holding sticks with white handkerchiefs tied to them. "We're surrendered," was all they could say. Within hours, Japanese soldiers arrived to round up both Filipino and American soldiers for what became known as the Bataan Death March. At the time, Baltazar was a 21-year-old Filipino student in his college's Army Reserve Officers Training Corps (ROTC) program.

Today, at age 93, Baltazar reports for duty at the State Department's Bureau of Diplomatic Security (DS), just as he has for 30 years. Still fit as a fiddle and well spoken, the retired U.S. Air Force major remembers the months leading up to the death march. When the Japanese invaded the Philippines, his ROTC program, which prepared students for assignments as Army officers, was "completely caught off guard," he recalled. "We had no uniforms, no weapons. This was the beginning of the Battle of Bataan, and the first casualty happened to be my schoolmate. He stepped on a hand grenade and died in my arms on the way to the hospital."

Shortly thereafter, Baltazar was hit in the leg by shrapnel when the Japanese bombed the area near his camp. He was taken to an open-air jungle hospital where he endured surgery with minimal anesthesia.

When the Death March started, Baltazar used a bamboo stick as a cane to help him walk. Prisoners of war and civilians alike were forced to march 12 hours a day in the blazing sun, without water and on one meal a day of boiled rice and fish broth. Filipino marchers, but not the Americans, were sometimes permitted by their guards to drink dirty water from the rice paddies. That was how they got dysentery and malaria.

Baltazar saw prisoners fall from exhaustion and get bayoneted or beheaded. So when he fell, he thought to himself, "I'm going to die." A guard yelled "ha-ya-ku!" which means "quickly," then hit him with the butt of a rifle. Sharp pain pierced his whole body. At that point, he resolved to escape.

On the third night of what would have been a five- to 12-day march, Baltazar said he was almost asleep when he heard a whisper in the dark: "Anybody want to escape?" Along with another prisoner, he crept away with a local fisherman, using his last \$5 to buy his way to freedom. They hid in the fisherman's boat for a two-hour ride through thick swamps.

They were lucky; later that day, the Japanese sprayed a similar boat with machine gunfire, killing everybody on board, Baltazar said. In all,

an estimated 7,000 to 10,000 people died in the Bataan Death March.

After making his way home, Baltazar helped the Filipino resistance movement. "My younger brother was taken away by Japanese soldiers in the middle of the night, and my older brother went off to join the armed struggle. I never saw either of them again," he said. "I will always be a prisoner to the memory of the brutality and savagery of the worst kind," Baltazar said. "Yet, I also saw courage, nobility, bravery and the best that human beings can be."

Discharged from the Philippine military in 1945, Baltazar was accepted at California Technical University to study aeronautical engineering. Once on campus, though, he saw a sign that said, "Uncle Sam Needs You," so he enlisted. Three years later, he became the first native-born Filipino commissioned in the U.S. Air Force. As a second lieutenant, he received intensive Russian-language training and was assigned to Korea in 1950 as a special agent with the Air Force Office of Special Investigations to interrogate Korean and Chinese refugees. Later, he interrogated refugees and emigrants from the Soviet Union in Berlin.

Back in the United States, Baltazar graduated from Georgetown University in 1955, and later that year met and married a Swiss woman while they were both working in Washington, D.C. He was later discharged from the Air Force after 20 years of service, but when the Vietnam conflict erupted, he signed up for duty again. This time, he served with USAID as a deputy provincial advisor in Vietnam from 1966 to 1970.

Baltazar was with the State Department for 20 years, during which time he received a master's degree in education from the University of Virginia in 1979. He retired in 1988, but later returned as a contract employee.

While in Kazakhstan in 1994, he and his wife met a Russian woman as they traveled to the U.S. Embassy, where the woman hoped to sell a precious metal she carried. Baltazar arranged for her to meet with the regional security officer, who later told him the material she carried was uranium, most likely stolen from a nuclear plant.

Baltazar received the Bronze Star in 1950 and was supposed to receive the Purple Heart in 1946, but his records were lost. He will receive the decoration soon, 67 years after the fact. In his role as a retired Air Force major, Baltazar spoke at the Department's annual Veterans Day Roll Call event Nov. 1. (His illustrious life story is part of the Library of Congress' Veterans History Project.)

Baltazar brings a wealth of experience to his DS role as a construction security surveillance technician on the Main State renovation project. "I work because I enjoy the company of diverse people and the satisfaction of knowing I am still serving my country," he said. Baltazar is highly valued by the Department, not only for his expertise and work ethic, but because he inspires everyone he comes into contact with. □

From top left: Baltazar, at rear, second from right, and his wife of 58 years (center, front row) gather with their children and grandchildren in this 1980 photo for his 60th birthday. Photo courtesy of the Baltazar family; Just before deploying to Korea in 1950, then-Air Force Captain Baltazar posed for his portrait. Air Force photo; Baltazar speaks at the November Veteran's Day event, as Secretary of State John Kerry looks on. Photo by Drew Jacob



## Post of the Month





# DHAKA

U.S. HELPS PROMOTE RAPID GROWTH IN BANGLADESH

By Ogniana Ivanova-Sriram, FORMER VICE CONSUL, U.S. EMBASSY IN DHAKA



Boats clustered along the banks of the Buriganga River in southern Dhaka carry both passengers and merchandise.

*Photo by Jamie Fouss*



**D**haka threatens to overwhelm the senses of a new arrival: the colors, sounds and aromas of the ubiquitous street food stalls; the call to prayer; the thousands of people walking hurriedly through the streets; the sounds of trucks, bikes, horns and rickshaws. And if you happen to arrive during the summer monsoon months, there's the rain: heavy, hard, refreshing monsoon rain. The air instantly fills with the smell of washed dust and summer, and everything quickly cools.

But the new arrival is not overwhelmed, thanks to the uniquely warm and encompassing Bengali welcome perfected in Bangladesh. There is a smile on every face.

The world's seventh most populous country and third-largest Muslim-majority nation, Bangladesh won independence from Pakistan in December 1971 after a short but traumatic war. (*Time* magazine's cover story on the war was titled "The Bloody Birth of Bangladesh.") In the years immediately following independence, the country endured staggering poverty, relentless political turmoil and assassinations as it struggled to democratize. Gradually, Bangladesh has emerged as a moderate, secular democracy of 153 million people that offers an alternative to violent extremism and can promote regional stability in South Asia.

The nation's domestic politics remain contentious, however. Following two years of military rule, Bangladesh's 2008 general elections brought Sheikh Hasina's Awami League party to power. The next elections were to take place in January.

### *Economic Development*

Some would call Bangladesh a hidden economic gem. Its economy has grown 5-6 percent per year for the past two decades, driven by a competitive labor force that has fueled steady growth in ready-made garment (RMG) exports and remittances. This growth, supported by engagement with the United States and other development partners, has contributed to remarkable progress in reducing child mortality and addressing population growth, primary school enrollment and food security. The economy has the potential to grow even more rapidly over the next decade, and is included among Goldman Sachs' "Next 11" emerging economies.

Bangladesh is the world's second-largest RMG exporter; the \$20 billion sector accounts for three-quarters of total exports and employs more than 3 million workers, mostly women. With its large pool of low-cost labor, Bangladesh is well positioned to benefit from a shift in manufacturing due to rising wages in China. In the wake



A woman balances a basket of sand and rock on her head while working at a construction site.

Photo by Jamie Fouss



of the garment factory disaster that claimed the lives of more than 1,000 workers, stakeholders are striving to enhance workers' rights and improve fire and structural safety.

With bilateral trade at nearly \$5.5 billion in 2012, the United States is Bangladesh's largest single export market, its leading source of investment and its third-largest source of remittances behind Saudi Arabia and the United Arab Emirates. U.S. firms such as Boeing, Chevron, GE and ConocoPhillips are keen to expand business with Bangladesh. Walmart and other retailers source much of their apparel from Bangladeshi producers. The recently signed U.S.-Bangladesh Trade and Investment Cooperation Forum Agreement creates opportunities to expand trade and investment and improve Bangladesh's regulatory environment.

Former Secretary of State Hillary Clinton's May 2012 visit to Dhaka underscored the strategic importance of the U.S.-Bangladesh relationship. She and Foreign Minister Dipu Moni signed the Partnership Dialogue agreement, which was followed by an inaugural bilateral meeting in Washington in September 2012. In the second annual Partnership Dialogue in Dhaka in May 2013, Under Secretary Wendy Sherman and the U.S. delegation engaged the Bangladesh government on democracy and governance, trade and investment, security cooperation and regional integration. The Private Sector Forum, a new addition to the Partnership Dialogue, was a success, with representatives from U.S. companies meeting with Bangladeshi counterparts on trade and investment, energy, regional integration and labor issues.

#### *Civil Society and Social Development*

Bangladesh's vast, varied and vibrant civil society has been a hallmark of the country since independence. The country hosts the largest number of NGOs in the world. It is the birthplace of the world's largest development operation, which provides health, education, microfinance and banking solutions in Asia, Africa and the Caribbean. In 1976, in rural Bangladesh, Nobel Laureate Professor Mohammad Yunus founded Grameen Bank, which is synonymous with the concept of microcredit worldwide. Bangladesh is a focus country for the president's four major global initiatives—Feed the Future, the Global Health Initiative, Global Climate Change and Engagement with the Muslim World. USAID's Bangladesh operation, with a fiscal year 2013 budget of about \$200 million, is one of its largest.

Inspired by traditional Mogul architecture, the U.S. Embassy sits in the heart of the Dhaka diplomatic zone, close to most mission residences. Approximately 130 direct-hire employees work for the Department of State; USAID; the departments of Justice, Defense and Agriculture; the Centers for Disease Control and Prevention; the Library of Congress; and a Marine Security Guard detachment. Canteens serve a great variety of local and international cuisine for breakfast and lunch, and the commissary is well stocked.



**Top left:** Embassy staff members perform traditional music at the Bengali New Year celebration, traditionally held under a banyan tree.

*Photo by Mikkela Thompson*

**Above right:** A colorfully attired boat captain relaxes on an embassy-sponsored trip to Kakran, a village of traditional clay potters.

*Photo by Mikkela Thompson*

**Below:** A farmer hopes to attract customers with bright decorations on the eve of Eid-ul-Azha. Cows are sacrificed in front of homes on this day.

*Photo by Jamie Fouss*





The General Services Office provides a creative way to traverse the embassy grounds.

*Photo by Mikkela Thompson*



Community morale is boosted by an American Club with a swimming pool, tennis courts, a squash court and a restaurant. Life in Bangladesh is very affordable, and most embassy households employ a housekeeper, nanny and driver.

Dhaka boasts an outstanding American school. Located close to the embassy, the American International School of Dhaka has art studios, music rooms, several gyms, a heated pool, a 350-seat theater and basketball and tennis courts. Extracurricular activities include charitable work with local underprivileged communities.

Bangladeshis love to entertain on a large scale, and there always is a reception, fashion or art show or some other celebration in Dhaka. The area surrounding the diplomatic zone boasts a plethora of expatriate clubs. Mission staffers often vacation in neighboring countries, including India, Nepal, Bhutan, Burma, Sri Lanka, Thailand, Malaysia and the Maldives.

Serving in Dhaka, a 30 percent differential post, is professionally engaging and socially fascinating. Many mission members have returned for a second and even third tour. The constantly evolving political climate



and rapidly expanding economy provide the context for political and economic reporting. Consular and management officers deal with a range of duties, and the public affairs section oversees an extensive portfolio of cultural and academic exchange programs. The mission hosts four American Corners and the innovative Edward M. Kennedy Center for Public Service and the Arts in Dhaka's booming cultural district of Dhanmondi. Boasting the fourth most popular embassy Facebook page in the world, Mission Dhaka uses social media to reach out to Bangladesh's vibrant online community.

With so many opportunities for professional development, socializing and travel, serving in Bangladesh is certainly rewarding. □

**Top left:** Ambassador Mozena speaks with staff members at the annual Mission Appreciation Day.

*Photo by U.S. Embassy Dhaka*

**Top right:** Entry-level officers take a break on the steps of the Bangladesh Parliament. Embassy Dhaka offers ELOs a robust mentorship program.

*Photo by Mikkela Thompson*



## Post of the Month



### At a Glance Bangladesh

**Capital:** Dhaka

**Government type:** Parliamentary democracy

**Area:** 143,998 sq. km.

**Comparative area:** Slightly smaller than Iowa

**Population:** 163.7 million

**Languages:** Bangla (official)

**Religions:** Muslim and Hindu

**GDP per capita:** \$2,100

**Export partners:** U.S., Germany, U.K. and France

**Export commodities:** Garments, agricultural products, frozen food, jute

**Import commodities:** Machinery, chemical products, iron/steel, textiles

**Currency:** Taka (BDT)

**Internet country code:** .bd

*Source: The World Factbook*



At the graduation ceremony of a U.S. Embassy supported English school in Djibouti in 2013, Stuart Denyer, who joined the Foreign Service via Mustang Program, presents a graduate with a diploma.

*Photo by Taylor Denyer*

# Alternate Entry

## Programs Increase Career Mobility

By Karen Morrissey, assessor, Board of Examiners

Three Department programs—the Foreign Service Conversion Program, Mustang Program and Functional Specialization Program—help employees to fulfill career goals and address important Foreign Service needs. These so-called “alternate entry” programs, administered by the Bureau of Human Resources’ Office of Career Development and Assignments (HR/CDA) in coordination with the bureau’s Office of Recruitment, Examination and Employment (HR/REE), help to meet a Quadrennial Diplomacy and Development Review goal to increase opportunities for career mobility of employees.

“Opportunities for career mobility are good for employees and good for the Department,” said Acting Director General Hans Klemm.

Catherine Rodriguez, regional director for the Office of Foreign Missions in Miami, said alternate entry programs enabled her to pursue her career goals. “As your interests change, the alternate entry programs give you

a chance to explore new opportunities,” she said. Rodriguez used her MBA degree and CPA license to move from an eligible family member position to a financial management officer position. Later, when she wanted to become a Foreign Service officer, she took a two-year hardship position to get the qualifying experience and a one-year, long-term training program to earn a master’s degree in public administration.

“It’s not an easy process, but it is a way for you to satisfy your quest for new professional challenges and promotion opportunities,” she said.

Rodriguez became an FSO via the Foreign Service Conversion Program, which allows qualified Foreign Service specialists to become Foreign Service generalists, and Civil Service employees to become Foreign Service generalists and specialists. Candidates apply to HR/CDA once a year, after the program is announced in a cable. The director general looks at staff deficits in certain skill codes

and determines the number of available opportunities. In the absence of a deficit, if there is no negative impact on the system, the Department makes available a minimum number of conversion opportunities in all five generalist career tracks and many specialist skill codes.

Beginning in 2012, the Board of Examiners (HR/REE/BEX) began a revised conversion-assessment process that includes a case management exercise and structured interview conducted in Washington. This more transparent, fair and rigorous exam is comparable to assessments administered for other Foreign Service generalist and specialist programs.

FSI student Michael Pace, who also became an FSO via the conversion program, said the new assessment process is a major improvement. Prior to 2012, the process consisted of a records review and written essay, and “was not very transparent,” he asserted.



He said the new process “now captures the entire spectrum of knowledge, skills and abilities of an employee. In short, it is better adjusted to select those based on more criteria, rather than the previous single written exam.”

Another alternate entry program, the Mustang Program, permits talented Foreign Service specialists in grades FP-05 and above and Civil Service personnel in grades GS-05 and above to compete for appointments as entry-level generalist candidates in any of the five generalist career tracks: management, consular, economic, political or public diplomacy. Candidates can apply for these assignments to the HR/CDA Entry-Level Division (HR/CDA/EL) throughout the year.

Candidates who are approved by a BEX-administered Qualifications Evaluation Panel, pass the Foreign Service Oral Assessment and receive or update their suitability, medical and security clearances are offered career-candidate appointments and positions in the next available Foreign Service Officer Orientation class (A-100). Beginning in October 2013, Civil Service employees above grade GS-12 and Foreign Service specialists above grade FP-4 were allowed to apply to the Mustang Program for the first time.

Stuart Denyer became a public diplomacy officer at the U.S. Embassy in Djibouti via the Mustang Program. He joined the Department as a Civil Service employee straight out of college, gained a Powell Fellowship and participated in the Civil Service Rotation program. “But after 10 years in the service, my wife and I decided the timing was right for me to apply to the Foreign Service,” he recalled. “The Mustang program proved the most efficient vehicle. Of course to enter as a junior officer I had to pass the Foreign Service oral exam just like any other FSO.” Denyer had to take a step back in pay and rank, but he said “it was the right decision. While I enjoyed immensely my time in the Civil Service, the Foreign Service is the right place for me right now.”

The Functional Specialization Program (FSP) offers another mechanism for career mobility. It provides Foreign Service specialists the opportunity to change their primary skill code to one of four functional specialties: financial management, human resources, general services or information management. Candidates apply to HR/CDA/EL once a year following a program announcement cable. Successful applicants participate in an 11-month Washington, D.C.-based training that includes classroom instruction, rotational assignments and briefings. Next, they go on a directed overseas assignment in the new specialty, and if they receive certification of successful performance, they undergo a permanent primary skill-code change. The FSP assessment process, too, has been modified, to reflect its role as a career mobility program rather than a career entry program.

Ann Granatino, general services officer (GSO) at the U.S. Embassy in Dublin, said she began in the Foreign Service as an office management specialist, but while working in the Management Office at the U.S.



**Above:** Stuart Denyer, right, vice-consul at the U.S. Embassy in Lusaka, and Consul Kate McGery, left meet with the post's first visa application since moving to a new chanery.

*Photo by Andrew Simumba*  
**Top left:** General Services Officer Ann F. Granatino stands in the doorway of her office at the U.S. Embassy in Dublin.

*Photo by Jonathan Hall*  
**Bottom left:** Catherine Rodriguez is regional director for the Office of Foreign Missions in Miami.

*Photo by Nace Crawford*

Embassy in Rome was encouraged to consider switching specialties to GSO. “Although I enjoyed my jobs as an OMS, I relished the opportunity to expand my horizons, increase my responsibilities and utilize my skills,” she said. “I have never regretted this move.”

She said the process was simple: Her application was reviewed and she was invited to come to Washington to interview. As a former corporate paralegal, she had a strong contracting background, which she said made her well suited to be a GSO. “People can be contracting specialists, residential leasing specialists, warehouse specialists, motor pool operators, procurement specialists or even shipping specialists, but a GSO is all of these things,” she noted. “Having served two tours as an OMS, I was well familiar with the various portfolios involved with being a GSO.”

She called the FSP “a win-win program for employees and the Department,” and said it offers opportunities “to grow, develop managerial skills and change jobs, and provides the Department with a knowledgeable workforce [that is] already half-trained in their new specialties.”

More information about these alternate entry programs is in the cables on the Foreign Service Conversion Program (13STATE 65072), which provides information about the now-ended 2013 iteration of the program; the Mustang Program (13STATE 148820); and the Functional Specialization Program (13STATE 62460), which provides information about the now-ended 2013 iteration of the program. □





# Lively Lectures

Speakers program brings books to life

By Hugh Howard, chief librarian, Ralph Bunche Library

If bookstores can invite authors to hold talks on their publications, why not libraries, as well? That's the approach of the Department's Ralph Bunche Library, where attendees can listen to authors discussing a new book on diplomatic history or current events, all without leaving the Harry S Truman Building.

Authors in the library's Speaker Series help broaden attendees' understandings of current and historic issues and the conduct of foreign affairs. The series offers a range of opinions and fosters discussion and understanding, all in an environment where people from different offices and bureaus can interact.

The talks can be lively and informative and often have humorous moments. For instance, Stephen Kinzer, author of "The Brothers: John Foster Dulles, Allen Dulles and Their Secret World War", began his talk by noting that his publisher did not want him there, since the library doesn't sell books. But he acknowledged that State Department employees are an important audience.

In his talk, he discussed the Dulles brothers' key influences, citing their belief in American exceptionalism and that "there's good and evil in the world," and America must act for good. But he also spoke of how he'd come to sense that the fame of John Foster Dulles, once a highly regarded Secretary of State, had faded. On a visit to the D.C. area, he said, he'd searched Dulles International Airport for the bust of its namesake. He finally found it had been moved from public display to a conference room near Luggage Claim.

The Office of Information Programs and Services within Global Information Services, of which the Ralph Bunche Library is a part, created the Speaker Series in 2012 to highlight the Library's information and research resources and provide a forum for employees

to be exposed to and interact with current authors and ideas in foreign affairs. Two years ago this month, the series began by featuring John Lewis Gaddis speaking on his Pulitzer Prize-winning book, "George Kennan: An American Life." Gaddis was the first of five Pulitzer Prize winners to participate in the Speaker Series.

In the past two years, the library has hosted 63 presentations in the series, with a combined attendance of more than 3,600. Among the speakers was retired CIA Analyst Sandra Grimes, who discussed her book, "Circle of Treason: A CIA Account of Traitor Aldrich Ames and the Men He Betrayed." Her speech set a record with more than 120 guests attending, although the original program was cancelled due to snow.

Current and retired Department colleagues have also spoken. They include Mark Hove on the book "The History of the Bureau of Diplomatic Security"; Lindsay Krasnoff, on "The Making of Les Bleus: Sport in France 1958-2010"; Wesley Reisser, on "The Black Book: Woodrow Wilson's Secret Plan for Peace"; and W.R. (Richard) Smyser, on "Kennedy and the Berlin Wall."

The programs cover a range of topics. Max Hasting, for instance, spoke on the book "Catastrophe: Europe Goes to War, 1914", while Robert Anders spoke on "Winning Paktrika: Counterinsurgency in Afghanistan." David Satter discussed "It Was a Long Time Ago and It Never Happened Anyway: Russia and the Communist Past", and David Tirado Chase talked about "Human Rights, Revolution and Reform in the Muslim World." Other topics have included the travel industry, China, terrorism, Tajikistan, Harry Hopkins, North Korea, and Somali pirates.



**Opposite:** Robert M. Edsel tells Bunche Library attendees about his book, "The Monuments Men: Allied Heroes, Nazi Thieves, and the Greatest Treasure Hunt in History." **Above:** Wide-angle view shows attendance at author Mark Mazzetti's presentation. *Photos by Michelle Nolan*



Elizabeth Becker discusses "Overbooked: The Exploding Business of Travel and Tourism."

*Photo by Michelle Nolan*



Mark Mazzetti of *The New York Times* speaks on the book "The Way of the Knife: the CIA, a Secret Army and a War at the Ends of the Earth."

*Photo by Michelle Nolan*

The library has co-sponsored programs with the group Executive Women@State, with such bureaus as Intelligence and Research and International Information Programs, and with the Office of Civil Rights and U.S. Diplomacy Center. Many speakers were suggested by patrons, and these collaborations resulted in some of the most compelling presentations.

Coming events in the series are listed on the library's SharePoint site when their dates are confirmed and are included on the Bunche Library User Group's calendar page on Corridor. They're also announced in Department Notices and via flyers posted at the elevator banks in HST. There's even an RSVP email list, which sends reminders within a day or two of the event. (You can join the Bunche Library User Group on Corridor at any time, and you can add your name to the email list by sending the Library an email at Library@state.gov.)

Because some employees are unable to attend the programs, the Bureau of Administration's Audio Visual Production Unit records and videotapes most speakers and posts the video on BNET shortly afterward. The library also catalogs copies of the DVDs, which can be checked out.

Attendees have said the programs are excellent and have brought new life to the library. Others say the presentations are a wonderful, enriching initiative. □

# Intelligence

## Department Ranked Highly as Employer

The Department of State has placed fourth overall in an employee satisfaction survey conducted by the Partnership for Public Service and involving 19 federal agencies. The top two agencies in the organization's 2013 Best Places to Work rankings were, in order, NASA and the Department of Commerce. The Intelligence Community, which includes several organizations such as the CIA, ranked third.

The Department placed second in strategic management, which the Partnership said measures the extent to which employees believe that management ensures they have the necessary skills and abilities to do their jobs, is successful at hiring new employees with the necessary skills to help the organization and works to achieve organizational goals with targeted personnel strategies and performance management.

The rankings, at <http://bestplacetowork.org/BPTW/rankings>, are compiled annually by the Partnership, a nonprofit nonpartisan group promoting federal government revitalization. The rankings were based on a survey of 376,000 federal workers from 71 federal organizations, representing 97 percent of the executive branch workforce.



A Department employee browses the HR/ER White Elephant Sale, which helped raise funds for CFC.

*Photo by Isaac D. Pacheco*

## Offices Raise Funds for CFC

The Department's Combined Federal Campaign (CFC) surpassed its \$2 million goal, with State employees' contributions totalling over \$2,018,000 as the campaign closed on January 15. Nearly 2000 State employees participated and gave generously to CFC-supported charities, with individual donations averaging over \$1,012.

Late last year, several Department offices held CFC fundraisers. The Bureau of Human Resources' Office of Employee Relations (HR/ER) raised more than \$1,900 with a white elephant and bake sale that featured donated jewelry, chinaware, artifacts and fabric from around the world, including a Tibetan rug and Syrian tablecloths. There were also chocolate brownies, coconut macaroons and pumpkin cupcakes, among other treats.

Another HR office, Resource Management, raised more than \$600 at its Candy Land mini-golf tournament, involving a six-hole course of Candy Land props and decorations running through its hallways. "Holes" involved picnics with Princess Lolly and having Tootsie Rolls with Gloopy the fudge monster. As with ER's event, proceeds were donated to the general CFC fund.

The final tally of CFC contributions by bureau can be found on the CFC dashboard on the State intranet home page. Many thanks to all who contributed!

## Ethics Answers

**Q:** I am so excited—I just married a wonderful person who works for an NGO that does a lot of good work in my country of assignment. Sanitation is a problem here, and I would love to propose that my post partner with my spouse's NGO to distribute cleaning materials to underserved communities. Are there any ethics issues with that?

**A:** Your recent marriage makes this a good time to review the ethics rules concerning spouses. (Information on ethics and political activities is at <http://l.s.state.sbu/sites/efd/Pages/default.aspx>.) Under one rule, an employee is prohibited from working on a matter such as a public-private partnership in which the spouse's employer is a party. If you were to make this proposal, you would be officially participating in such a matter. Although your motivations are good and your spouse might not be involved in the partnership, you should not make the proposal. In fact, you should not participate in any matter that could affect your spouse's employment, this NGO or anyone else for whom your spouse works.

Ethics Answers presents hypothetical ethical scenarios that Department employees might face. For help with real ethical questions, email [ethicsattorneymailbox@state.gov](mailto:ethicsattorneymailbox@state.gov).



FSI staff involved in the production of webinars include, from left, Connie Saunders, Rebecca Bluhm, Carol Sparhawk and Lisa Kleback.

*Photo by David J. Rowles*

## FSI Embraces the Virtual Classroom

Training is important, but it is also expensive. The cost of traditional instructor-led training in a classroom is very high and continues to rise. For a global organization like the State Department, the cost of getting students to the classroom can dwarf the cost of the training itself. So the Foreign Service Institute's School of Applied Information Technology (SAIT) is pursuing multiple solutions to bring the training to the students, no matter where they might be.

One solution is using "virtual classrooms." Instead of traveling, students meet with the instructor and other students in a virtual space. This offers the group interaction and flexibility of a classroom without the transportation, lodging and associated costs of traditional classroom instruction. For short web-based seminars known as webinars, the cost is a fraction of that for instructor-led classroom training. (A webinar differs from a webcast in that it allows interaction between the presenter and audience.)

Webinar training has greatly expanded FSI's audiences. When overseas training ended for SMART (State Messaging and Archive Retrieval Toolset) in 2010, SAIT continued to offer SMART training (PS 531) via biweekly webinars. More than 106 posts and more than 130 offices participated, saving thousands of dollars in travel costs in the past fiscal year.

SAIT recognized the need to train employees to use the technology to conduct webinars and therefore offers a three-day course titled "Adobe Connect-Managing Webinar Meeting Rooms" (PS356). In this instructor-led, hands-on course, students learn the basics of Adobe Connect. They create two short virtual lessons and deliver them in the Adobe Connect environment with their classmates posing as an audience. The course has high enrollment: Since October 2010, more than 350 students have participated. In support of FSI's migration to SharePoint 2010 this past summer, SAIT offered monthly institute-wide webinars in June, July and August.

The bureaus of Information Resource Management, Educational and Cultural Affairs, International Information Programs, Consular Affairs and Human Resources are using webinars for training and collaborative meetings, creating a new and exciting paradigm. If you would like to learn more about webinars, FSI/SAIT's PS356 class can help you master the technology and plan an excellent presentation.

## Retirements

### Foreign Service

Andrews, Joan L.  
Bayuk, James W.  
Bernstein, Steven J.  
Bower, Joan I.  
Bridgewater Awkard, Pamela E.  
Burns, Virginia S.  
Caldwell, Sally  
Coleman, Maryruth  
Crossland Jr., Maurice C.  
El Khatib, Cecelia K.  
Ellickson-Brown, James R.  
Fergin, Judith Ryan  
Gilbert, Bryon W.  
Grabow, Aleen Janice  
Graves, Dennis D.

Gullion, Carol L.  
Hayes, Patricia G.  
Helmer, Francisca Thomas  
Hight, Loretta M.  
Howard, Paul Jerome  
Khoury, Nabeel A.  
King, Betty E.  
Levin, Ilya D.  
Likins, Rose M.  
Mason, Lee Y.  
Maxwell, Raymond D.  
McNamara, Timothy J.  
O'Donohue, Peter Adams  
Recinos, Augusto

Recinos, Helen Greeley  
Rhoades, Dwight Ray  
Romine, Sheila Anita  
Schonander, Carl E.  
Spiers, Victoria Q.  
Stevenson, Barbara K.  
Stewart, Teresa Faye  
Swafford, Terry Lee  
Swedberg, Dale J.  
Thornton, Corinne S.  
Wall, David Arnold  
Weinz, Joanna Rose

Branch, Danny L.  
Brown, Coreen L.  
Caoile, Atino B.  
Carta, Ann M.  
Casey, Herbert B.  
Chaconas, Martha Jo  
Derderian, Harry A.  
Dorset, Jane B.  
Edwards, Tyrone T.  
Gadsden, Sally F.  
Goodale, Lisa J.  
Hartgrove, Faye Vernelle  
Hemby, Sandra J.  
James, Bonita B.

### Civil Service

Kozlik, Karen F.  
Lujan, Priscilla M.  
Maraneli, Nana  
McHale, Ellen-Marie  
McLean, Johnny L.  
Truitt, Ann H.  
Young, Maura A.

# Lying in State

## SOME RANDOM RESPONSES FROM THE **EMBASSY EREHWON CUSTOMER SATISFACTION SURVEY**

WENDY SPRINGER, OMS, SAYS: "WELL, SINCE OUR OFFICE WAS RELOCATED UNDER THE MANHOLE COVER BEHIND THE CHANCELLERY THE DAMPNESS HAS BEEN A LITTLE HARD ON THE FILES AND THE VERMIN ARE A BIT AGGRESSIVE, BUT I'M NOT COMPLAINING..."



ACME 2004

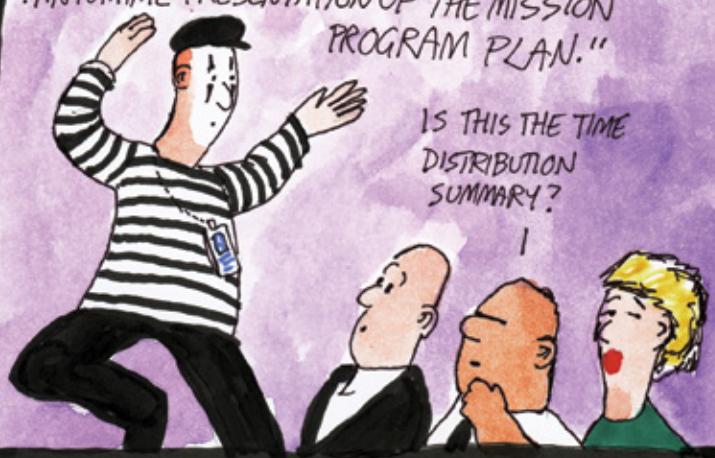
POLITICAL OFFICER NILES VAN SPLEEN SAYS: "YOU KNOW, IT'S A LOT HARDER TO GET HAMSTER MILK HERE THAN IT WAS AT MY LAST POST. ALSO, PEOPLE HERE DON'T FULLY APPRECIATE THE COLORFUL LOCAL GARB I BROUGHT FROM MY LAST POST..."



ECONOMIC COUNSELOR WILLOW SPATULA SAYS: "WHY CAN'T WE FIND THE DIAL FOR OUR OFFICE TWISTER GAME?"



REGIONAL PERFORMANCE ARTIST RICHARD DICKEZ SAYS: "THERE WAS A VERY POOR TURNOUT FOR MY PANTOMIME PRESENTATION OF THE MISSION PROGRAM PLAN."



AMBASSADOR BLUESTONE SAYS: "PEOPLE IN MY OFFICE FACE THE CHALLENGE OF SUPPORTING ONE OF THE MOST BRILLIANT STRATEGIC THINKERS OF OUR TIME."



Originally published in March 2004.

# Appointments



**Robert O. Blake Jr.** (SFS) of Maryland is the new U.S. Ambassador to the Republic of Indonesia. Previously, he was assistant secretary for South and Central Asian Affairs. Before that, he was ambassador to Sri Lanka and Maldives. Other postings include Tunisia, Algeria, Nigeria, Egypt and India, where he was deputy chief of mission.

**James "Wally" Brewster** of Illinois is the new U.S. Ambassador to the Dominican Republic. Previously, he was senior managing partner of SB&K Global, an international consulting firm. Before that, he was senior vice president of marketing and communication for General Growth Properties. He was national co-chair of the Democratic National Committee's LGBT Leadership Council and held the same role in the Obama 2012 campaign.

**Patrick H. Gaspard** of New York is the new U.S. Ambassador to the Republic of South Africa. Previously, he was executive director of the Democratic National Committee. Before that, he was assistant to the President and director of the Office of Political Affairs. He served as executive vice president and political director for the Service Employees International Union.

**Philip S. Goldberg** (SFS) of the District of Columbia is the new U.S. Ambassador to the Republic of the Philippines. Previously, he was assistant secretary for the Bureau of Intelligence and Research. He was ambassador to Bolivia, chief of mission in Pristina and deputy chief of mission in Santiago. Other postings include Bogotá and Pretoria.

**Evan Ryan** of Virginia is the new Assistant Secretary for Educational and Cultural Affairs. Previously, she was assistant to the Vice President and special assistant to the President for Intergovernmental Affairs and Public Engagement. She was deputy campaign manager for the Biden for President campaign and a consultant for the Education Partnership for Children of Conflict.



Check out our online magazine to watch a video message from featured ambassadors.

# Obituaries



**Bonna Louise Bonard**, 66, a retired Civil Service employee, died Dec. 7 in Charlottesville, Va. She joined the Department in 1967 and worked in progressively more responsible positions in the Bureau of Administration. When she retired in 2009, she was a senior contract specialist in the Office of Logistics Management. She loved science, particularly quantum physics, and dancing.



**Lloyd John Erickson**, a retired Foreign Service officer, died Nov. 10 of cancer. He lived in North Palm Beach, Fla. He served in the Marine Corps Reserve. His first Department posting was Vietnam in 1967. He also served in Abidjan, Jakarta, Dar es Salaam, Kingston, New Delhi and Tokyo, where he was administrative officer. He retired in 1995.



**Eunice Brown Haro**, a retired Foreign Service secretary, died recently. She lived in Montesquieu des Alberes, France. She worked for the Department of Health, Education and Welfare before joining the State Department in 1979. Her overseas postings included Bangladesh, Manila, Jerusalem, Karachi and Nairobi. She retired in 1990, but took temporary duty assignments as a rehired annuitant in 18 African countries.



**Henry Christopher Martin**, 95, a retired Foreign Service officer, died Oct. 22 in Spanish Fort, Ala. He served in the Army Air Corps during World War II. His postings included Trieste, Frankfurt, Monrovia, Bathurst and Geneva. After retiring in 1974, he moved to Orange County, Va., and planted one of the first modern vineyards in Virginia. He later moved to Charlottesville, Va. He was an active environmentalist and enjoyed rowing.



**Lucille Grove McElhoe**, 88, a retired Foreign Service budget officer, died Oct. 28 in Front Royal, Va. She and her late husband, Chester, whom she married in Vietnam in 1968, were one of the first husband-and-wife teams in the Foreign Service. She joined the Department in 1957 and served in Tripoli, Belgrade, Santiago, Yaoundé, Saigon, Mogadishu, Accra, Tunis, New Delhi, Colombo, Kathmandu and Sana'a, where she was briefly held hostage in 1966.



**Kathy L. Moodie**, 68, a retired Civil Service employee, died Dec. 4 of a heart attack in Heathsville, Va. She joined the Department in 1980. During her 28-year career, she worked in the Medical Division as an occupational health nurse in charge of the Travel Medicine Clinic. After retiring in 2008, she indulged her passions for boating and crabbing on the Coan River, cooking and spending time with her family.



**Frank H. Oram Jr.**, 97, a retired Foreign Service officer, died Oct. 28 in Washington, D.C. His postings with the U.S. Information Agency included Madrid, Rio de Janeiro and Buenos Aires. After retiring in 1970, he served on the board of the World Population Society. An avid reader of history and political science, he also enjoyed storytelling, brisk daily walks, skiing, ice dancing, nature hikes, swimming, sightseeing, classic cars, dog shows and fine dining.



**Mary Jane Picard**, 80, a retired Civil Service employee, died Nov. 20 of natural causes in Falls Church, Va. She joined the Foreign Service in 1953, and while posted to Karachi married Foreign Service officer Hugo Picard. She accompanied him on postings to Rome, Tokyo, Vienna and Geneva. She later worked at the Department as a secretary and budget analyst, and retired in 1995. She loved traveling abroad, reading, movies, interior design and animals. She often gave stray cats a home.



**Gordon L. Ransom**, 74, a retired USAID officer, died Nov. 20 of lung cancer in Marietta, Ga. He served in the Marine Corps. His postings included Kenya and Singapore. He retired from the Inspector General's office in 1996. He later traveled with his wife, Lindy, a Foreign Service office management specialist, to Tel Aviv, Beijing and Nairobi. At each post, he worked in the Regional Security Office.



**Garace Amos Reynard**, 66, a retired Foreign Service officer, died Nov. 19. After 22 years in the Coast Guard, he joined the Department and served in Mexico, Rwanda, Madagascar, Niger, Bolivia, Nigeria, Jamaica, Afghanistan, Peru, Pakistan and the Dominican Republic. After retiring in 2011, he traveled around the United States and consulted with the Department, most recently in Peru. He enjoyed golf.



**Sara Tillett Thomas**, 88, widow of retired Foreign Service officer William W. Thomas, died Dec. 15 at her home in Pittsburgh, Pa. She accompanied her husband on postings to East and Southeast Asia; they were among the first U.S. diplomats to return to mainland China in the late 1970s. She wrote a children's book based on Lao folktales and taught English literature at the National Taiwan University and Beijing University.



**Cornelius "Dick" Scully III**, 77, a retired Department employee, died Nov. 30 of lung cancer at his home in Washington, D.C. After serving in the Navy, he began a 35-year career in consular affairs, first in the Foreign Service and later in the Civil Service. His postings included Nice and Montreal. After retiring in 1997, he consulted on visa, immigration and citizenship issues. He loved local theater and classical music.



**Ellen K. Turner**, 94, a Foreign Service officer and widow of FSO Thomas T. Turner, died Nov. 18. She served in the Women's Air Raid Defense during World War II before joining the Foreign Service. While posted to Tunis, she met her husband and accompanied him on postings to Switzerland, Czechoslovakia, New Zealand, France and Mali. They retired to Eugene, Ore., in 1967, where she worked at the University of Oregon School of Music.



**Robert F. "Bob" Simmons Jr.**, 63, a Foreign Service officer and Civil Service employee, died Dec. 24 in Rochester, N.Y. He most recently served as senior advisor in the Office of South Central European Affairs. He spent eight years on NATO's International Staff as deputy assistant secretary-general for Security Cooperation and Partnership, served as a senior Arms Control and Disarmament Agency negotiator and was posted to the U.S. Mission to NATO and Islamabad. He was known for his kindness and generosity.



**Lawrence William "Larry" Weiser**, 74, a retired Foreign Service officer, died Sept. 23 in Tel Itzachak, Israel. He served in the Air Force before joining the Department in 1966. He served in Nicosia, Rome, Addis Ababa, Tehran, Paris, Belgrade and Tel Aviv. After retiring in 1999, he volunteered as a high school English teacher. He enjoyed traveling, outdoor sports, swimming, diving, good food, reading and family.



**Carlin Reed Williams**, a retired Foreign Service officer with the Voice of America, died Oct. 5 of Parkinson's disease in McMinnville, Ore. He served in the Army Signal Corps during World War II. His postings included Baguio (Philippines), Ceylon, Thailand and Okinawa. After retiring in 1973, he was active in numerous government offices in Reedsport, Ore., and was an active ham radio operator.



**Heywood H. "Stack" Stackhouse**, 89, a retired Foreign Service officer, died Oct. 23 in St. Augustine, Fla. He served in the Army Air Forces during World War II. His postings included Montevideo, Medellín, Beirut, Benghazi, Tunis and Tel Aviv. After retiring to St. Augustine in 1975, he taught college economics, traveled in Europe, read novels in French and enjoyed his large collection of classical music.

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact Bill Palmer at [palmerwr2@state.gov](mailto:palmerwr2@state.gov) or (202) 203-7114. □

# End State



## Argentina

Jagged, snow-capped peaks reach skyward on a spring day in the Patagonian rocklands.

Photo by Ippei Yuge 



## Hong Kong

A group of Hong Kong residents share a morning meal with monks on a downtown sidewalk.

Photo by Jonathan Kos-Read





## Philippines

A man paddles his small boat across Lake Pinatubo, a crater lake in the caldera of an active volcano near Luzon.

*Photo by Marc Reil Gepaya*



## South Africa

The setting sun casts its golden light over Table Mountain as sparkling waves crash over the rocky shoreline.

*Photo by Dietmar Temps*



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